



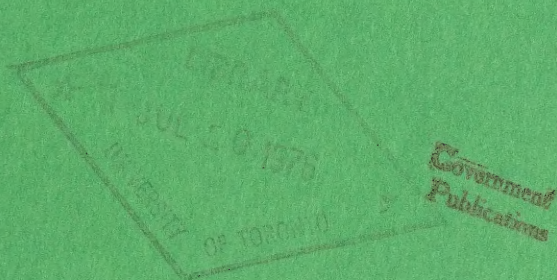
Design for Development

Renfrew County Development
Strategy


A Proposed Strategy
March 1976

The Honourable
W. Darcy McKeough
Treasurer of Ontario

A. Rendall Dick
Deputy Minister



Renfrew County Development Strategy



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Ministry of Treasury, Economics,
and Intergovernmental Affairs

Regional Planning Branch

RENFREW COUNTY
DEVELOPMENT STRATEGY

A Proposed Strategy

March 1976

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Preface

The Renfrew County Development Strategy was prepared in conjunction with work being done on a development strategy for the Eastern Ontario Planning Region. Although the Eastern Ontario strategy is unfinished, the proposals for Renfrew are consistent with the fundamental principles of the provincial government's regional planning policies.

I. INTRODUCTION

In 1975, when work on the Renfrew County strategy began, important development programs¹ benefitting the area were due to expire, and comprehensive, permanent development measures were needed to replace them. Although some of the incentives support programs have been extended² and immediate pressures relieved somewhat, these programs to be fully effective must be coordinated as part of a comprehensive development strategy for Renfrew County. This report presents the outline of such a strategy.

The strategy is not a finished product. In some areas, identified in the text, further research needs to be done and, while the strategy was prepared in close consultation with local interests, the people of Renfrew County have not yet had an opportunity to study this report and comment on it. In any event, no planning report is ever the last word. Planning is evolutionary by nature and plans must change as conditions change. This plan for Renfrew will undoubtedly have to be adjusted according to the experience of implementation. However, immediate and specific development problems have been identified and solutions recommended which provide the basis for a more general long-term structure plan.

¹Agricultural and Rural Development Agreement (ARDA) and the federal Special Areas Program providing incentives to industry.

²Under the Regional Development Incentives Act (RDIA) and ARDA. ARDA expires in 1977.

Implementation can and should begin immediately. This report identifies a number of specific development projects which should be given priority and which have been agreed upon at the local level. Work can begin on these during the upcoming months while the strategy is being more fully developed.

II. SUMMARY OF RECOMMENDATIONS

1. An intergovernmental agency be set up with an advisory role in the coordination, implementation, and periodic evaluation of the strategy and program details.
2. The economic base of Renfrew County be diversified, building on the resource industries but expanding into more highly-finished wood products, metal fabricating, additional tourism, and in the longer term into interrelated industries largely connected with metal fabricating.
3. The province encourage and support studies on the provision of social services, including education and manpower training, health and welfare, culture and recreation, and housing.
4. Economic development be concentrated on Pembroke as the major focal point, and on Arnprior and Renfrew as the secondary focal points, while the development in other urban centres be monitored.

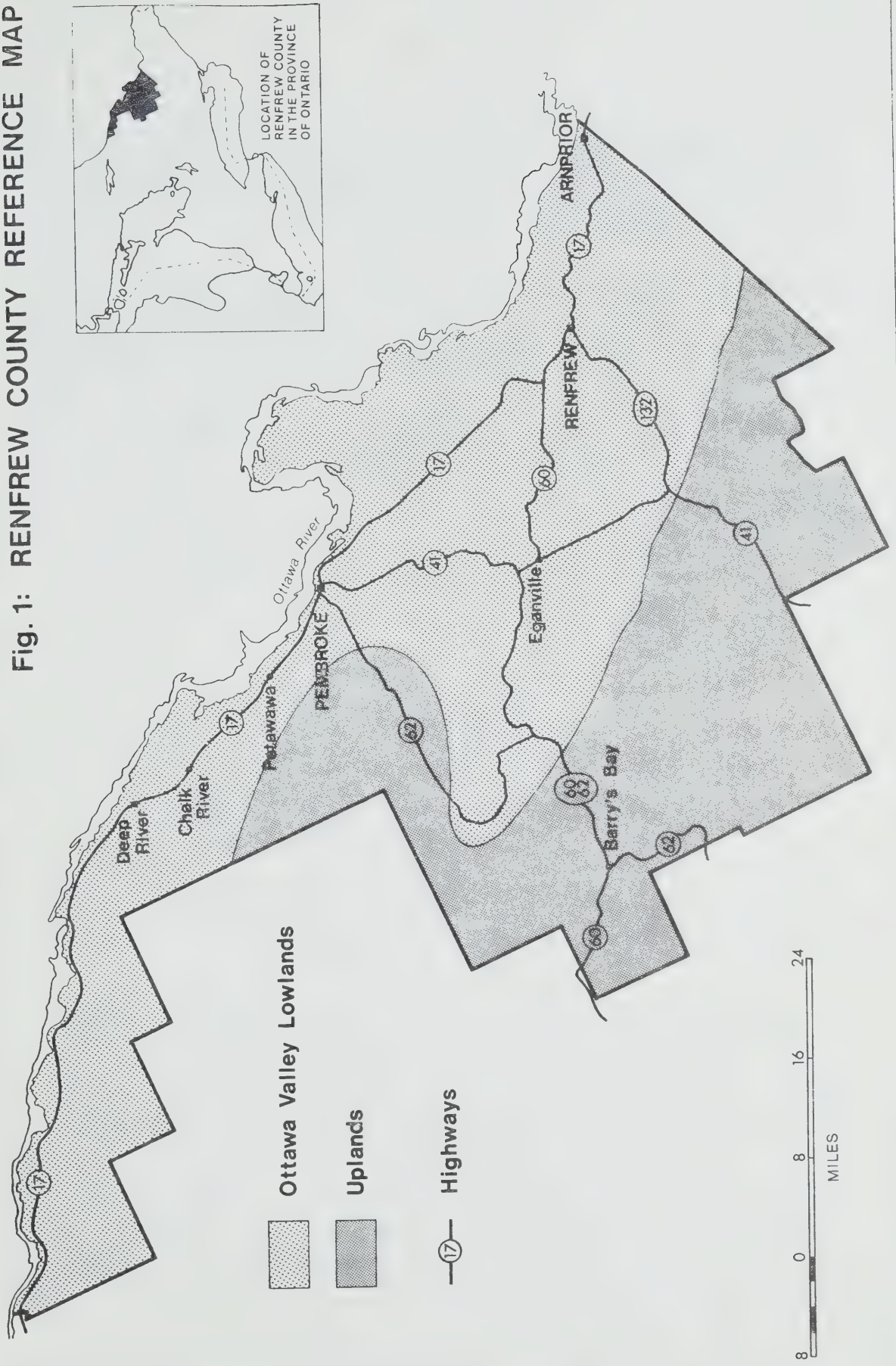
III. BACKGROUND

Renfrew County (see Figure 1) is located in the upper Ottawa Valley of the Eastern Ontario Planning Region. It has an area of approximately 3,000 square miles divided into two broad geographical zones: the uplands, which are sparsely populated areas of rugged terrain; and the Ottawa Valley Lowlands, where the county's main urban centres are located, where the bulk of the population lives, and where the most development has occurred. Although in area Renfrew County is the largest county in Ontario, it has relatively few people. Its total population of only approximately 90,000 puts it fourth among the counties of Eastern Ontario, behind Frontenac County, Hastings County, and the Regional Municipality of Ottawa-Carleton.

From about 1900 until the Second World War, the county's population remained stable at approximately 50,000 people. During and just after the war, construction of defence installations, hydro-electric dams and power developments, and atomic energy projects caused the population to rise from 54,700 in 1941 to 89,500 in 1961, an increase of almost 80%. From 1961 to 1971 population has been virtually constant, increasing by only 1,400 to its present level of 90,900. Recent slow growth is the result of reduced natural increase (births minus deaths) and, more significantly, out-migration, which at times causes the population to decline.

Of the present population, 62% are urban residents. Of this number, 70% live in the county's three largest urban centres: Pembroke, Arnprior, and Renfrew. The percentage of the county's population living in urban areas has increased steadily from its 1961 level of 53%

Fig. 1: RENFREW COUNTY REFERENCE MAP



to its present level of 62%, but this figure is still below the 73% figure for Eastern Ontario and the 82% figure for Ontario as a whole.

Development in Renfrew County matches the population pattern, being strongly oriented along Highway 17, which connects the county's main urban centres and links the area with Ottawa and Montreal to the southeast and North Bay and Sudbury to the northwest. The southeast linkage is the stronger of the two, since Ottawa and Montreal are the main distribution centres for Renfrew County products and the main source of many goods and services purchased by Renfrew County residents. By comparison, direct links between Renfrew County and major centres in Central Ontario are noticeably weaker.

Renfrew County's climate is of the cool continental type, but the lowlands are considerably milder than the uplands, and contain most of the county's agriculture. In the cooler uplands, the main activities are forestry, recreation, and tourism. Agriculture also exists in the uplands, but the farming is marginal, and many farms have been abandoned or converted to other uses.

Historically, Renfrew County was dominated by the lumber industry from the early 1800's to the industry's peak a hundred years later. Lumbering was based on the area's stands of mature pine, but these were eventually largely depleted and have been replaced with mixed forest cover. Some mining developed in the early 1900's, but never became of major importance. In the 1940's and 1950's the area benefitted from wartime and postwar construction, but growth slowed again around 1960.

In the past decade some government programs have been introduced to improve development prospects. In 1966 the

federal/provincial Agricultural and Rural Development Agreement (ARDA) was introduced; this was followed by the establishment of the Eastern Ontario Development Corporation (EODC), which provides loans to businesses; and in 1970 Renfrew County was designated under the federal "Special Area Program" so that manufacturing firms became eligible for grants as an incentive toward locating, expanding, or modernizing plants in the area.

IV. ECONOMIC DEVELOPMENT

Renfrew County's economic development problems are of long standing. The county's economy has never found a replacement for the lumber trade that declined around the turn of the century, despite the encouraging growth during World War II and immediately after. The most rudimentary economic indicators--population growth and out-migration--demonstrate Renfrew County's economic condition. Other indicators in the county, including employment growth, unemployment rates, and labour force participation are typical of a slow-growth region, the pattern being particularly clear since 1961, when growth in the public sector levelled off.

Unemployment rates in the county are high (in some areas, extremely high), and labour force participation rates are somewhat below provincial levels. Seasonal unemployment, however, does not appear to be a major problem, perhaps because of the adeptness of the work force in adjusting to the seasonal patterns of the county's various industrial sectors; many, for example, switch from farming in the summer to logging in the winter.

The largest single problem is the low level of per capita income; the county needs to generate employment growth in industries that offer higher wages to replace declining opportunities in traditional sectors. If incomes are not increased and if employment opportunities fail to materialize, the county will continue to lose the more productive members of its work force; and if these people continue to leave, the area's economic situation will be further depressed.

1. Industrial Structure

Renfrew's economic development problems are closely related to its industrial structure. Table 1 shows that employment in the resource and manufacturing sectors has declined steadily during the twenty years between 1951 and 1971, and although service sector employment rose between 1961 and 1971, there are indications that it has reached its peak.

Public sector employment declined between 1961 and 1971 and, as there is no reason to assume that employment in this sector will increase greatly in the foreseeable future, Renfrew County can no longer rely on public service and defence jobs for employment growth. In addition, even if this sector resumed strong growth, it is probably too poorly integrated with the local economy to have a major effect--the public sector buys little in the way of goods and services from Renfrew County suppliers, and public employees, particularly in defence often are not permanent residents of the county.

Growth in service employment usually is a reflection of growth in other economic sectors. This is not the case in Renfrew, where employment in all other sectors is declining. In spite of this, however, the percentage of Renfrew County's labour force employed in services is nearly as high as the Eastern Ontario average and rapidly approaching the level of Ontario as a whole. Some of this growth is the result of growth in tourism and recreation, as more visitors come to the county and spend more money there. Employment in tourism and recreation, however, although it may sustain growth in service sector employment, is often low-paying and seasonal. There are indications that the county may already be too dependent on service employment.

TABLE 1
LABOUR FORCE BY MAJOR ECONOMIC SECTOR

	RENFREW COUNTY						EASTERN ONTARIO	ONTARIO
	1951		1961		1971		1971	1971
	No.	%	No.	%	No.	%	%	%
PRIMARY (Resource)	5,583	21.7	4,365	14.0	2,550	7.4	5.4	5.4
SECONDARY (Manufacturing)	7,272	28.2	7,048	22.7	6,980	20.1	19.3	30.5
TERTIARY* (Service)	13,781	49.7	10,524	33.8	16,165	46.8	46.8	49.6
PUBLIC*	n.a.	n.a.	8,380	27.0	5,845	16.9	20.9	7.4
NOT SPECIFIED	115	0.4	771	2.5	3,040	8.8	7.8	7.1
TOTAL	26,751	100.0	31,088	100.0	34,580	100.0	100.0	100.0

* In 1951 Public Administration and Defence were included with the tertiary sector.

SOURCE: Statistics Canada Census of Canada--Labour Force.

Because of the limitations to growth in the service sector and the public sector, resource and manufacturing industries must be relied upon to a large extent to bring about employment growth and income improvement. The operation of the incentives program under the Regional Development Incentives Act (RDIA) is beginning to show that potential exists in some areas of manufacturing.

2. Industrial Potential

The major element of the Renfrew County development strategy is to bring about employment growth and income improvements by stimulating the resource industries and, particularly, manufacturing industries, while (with the cautions expressed earlier, on which further study is needed) tourism may be important in sustaining the service sector. This strategy, however, must be pursued selectively to ensure maximum long-term effectiveness if the major economic development objectives are to be achieved. For example, manufacturing industries are generally considered to yield above-average incomes. It can be demonstrated, however, that they do not in Renfrew County, owing to the existing preponderance of low-wage industries. If more such industries were to be encouraged, average income levels would be even further reduced. On the other hand, if wage levels rose, employment would probably drop in such low-income activities as marginal part-time farming, some wood-based manufacturing, and the clothing and textile industries.

a) Forestry

Forest-based industries are Renfrew County's major source of employment and income, but they are declining, and little improvement can be expected over the next 20 to 30 years because of a shortage of wood. Until the reforestation and forest management programs begun in the 1940's yield dividends, the supply will remain limited.

Meanwhile, current forest management programs should be continued and extended to cover as much private forest land as possible, because private forest holdings will become increasingly important in the future.

Although the forest industry is not likely to generate growth, attempts can be made to improve incomes through the encouragement of more efficient, larger-scale processing plants, and through the concentration of interrelated forest-based manufacturing in a few selected locations. Some employment will be lost, but this will be partially offset by employment in the processing and manufacturing plants producing more highly finished wood products and making greater use of forest resources. The major impact will be improvements in income levels.

b) Agriculture

Limited growth potential can be seen in the agriculture sector. Marginal and part-time farming operations will close down increasingly as better opportunities appear in other sectors. The main emphasis should be on making the transition as easy as possible for the farmer and continuation of the process under ARDA whereby marginal farms are either consolidated to form larger, more economic units or, where appropriate, are returned to forest production. In the Ottawa Valley Lowlands, where agriculture is more productive, various means should be investigated to increase productivity and improve farm incomes.

c) Mining, Mineral Processing and Manufacturing

Mining and mineral processing have never been a major sector in Renfrew County, but some long-term potential (20-30 years) may exist. Mapping and exploration are a necessary first step in determining the possibilities, and should be encouraged through the expansion of current programs.

Two active mines now exist. One mines a clay deposit near Arnprior for the manufacture of drain tiles and other products, but as it supplies only the local market, its potential for expansion depends on the potential of the local market to expand.

The other mines high-grade dolomite--the raw material for magnesium production--and its prospects are much brighter. Its markets are much broader and there are sufficient reserves to support an expanded manufacturing sector based on magnesium products (e.g., aircraft parts, vehicles, small motors). Renfrew County already has the beginnings of a small complex of interrelated metal fabricating and processing industries some of which use magnesium, which have significant employment and income potential. The key is to develop these industries as an interdependent set of manufacturing concerns. Incentives to industry might provide some encouragement, but a major coordinated industrial promotion effort is needed to attract such development. The training of the local labour force in the requisite industrial skills is also a major consideration.

There is also good potential for non-resource-based manufacturing and other metal fabricating industries, as demonstrated by the recent location in the area of two major employers: Chase Nuclear and Noranda Metal Industries. Further developments of this nature should be encouraged, taking particular care to combine new industries with existing ones. An appliance industry, for example, could combine electrical products with metal fabricating. Industries dependent on nuclear technology should be considered.

Industries to supply specialized local markets are another possibility. For example, the defence sector could be an important local market for items manufactured in the area. For the tourist trade, the feasibility should be investigated of manufacturing boats, all-terrain vehicles, prefabricated cottages, etc., in the county.

d) Tourism

Tourism-related projects are presently under study and some answers should be forthcoming soon. The potential could be considerable, despite the concern regarding income levels and seasonal employment, but recommendations will have to await the completion of the studies.

e) Transportation

No major plans for transportation facilities are contained in the Renfrew County development strategy, although minor road improvement to help forest and perhaps tourist development should be undertaken where needed. The construction of Highway 417 along the present Highway 17 corridor will have a major effect on the county's development, encouraging it and concentrating it still more along this corridor. It is doubtful, however, that any other improvements (e.g., an improved link to Central Ontario) would be beneficial enough to justify the heavy cost.

f) Labour Force Upgrading

As an integral part of industrial development, plans for upgrading the skills of the labour force are essential both to help attract industry and to enable the residents to benefit from the employment created. Retraining programs will also be needed to help workers move out of declining activities.

3. Summary of Economic Development Strategy

In the long term, economic development in Renfrew County depends on increasing forestry and mining resources. In the short to medium term, encouragement should be given to selected manufacturing industries that offer high income and growth potential. A key for long-term prosperity is the careful development of interdependence between the various industries already in the county and those to be attracted.

V. SOCIAL CONSIDERATIONS

The analysis of social development factors in Renfrew County is of a general nature only and is confined largely to the identification of actual or potential problem areas. Rather than attempting to detail solutions, this paper seeks only to suggest directions in which solutions may exist. This is largely deliberate because the more fundamental problems in Renfrew County are economic in nature. Furthermore, it is difficult to identify shortcomings in various social services, because of the lack of accepted standards against which to measure them.

In most areas further detailed study will be required and, since much of the responsibility for providing social services lies at the local level, local organizations must be deeply involved in whatever studies are undertaken. The province should, however, provide leadership in this regard and, where necessary, assistance.

1. Education and Training

There is a strong relationship between economic development, on the one hand, and education and manpower training, on the other. Generally, education facilities and programs in Renfrew County are adequate by provincial standards, although it has been suggested that a need exists to improve the responsiveness of the school system to local needs and interests. This might be accomplished through offering courses as options in secondary schools related to the county's industrial structure, as well as by extending use of facilities to local crafts organizations.

Existing facilities are generally adequate for manpower training requirements. The major problem is in planning to meet training needs. It is recommended that

existing programs be continued (e.g., the federal Manpower Training in Industry Program) and that efforts be expanded in cooperation with industry to identify training requirements. There is now a cooperative program involving local industry, Algonquin College, and the Pembroke Canada Manpower Centre, which represents a good start in this direction and should be encouraged to expand.

2. Health and Welfare Facilities and Programs

This is a broad subject area encompassing a wide range of facilities and programs ranging from hospitals to old age care to general welfare assistance and day care. The general findings are that while, at the county level, existing facilities seem to be adequate, a number of areas should be investigated in more depth. For example, it has been suggested that a District Health Council be established to make a critical examination of health care facilities in the county and recommend improvements. This examination should be closely integrated with an in-depth study of geriatric services, sufficiently wide-ranging to include nursing homes, old age homes, chronic care facilities, and such services as "meals on wheels." The need for close coordination among all types of geriatric services is stressed.

General welfare programs are administered by a large number of local agencies, with a resulting lack of coordination and a variety of standards and procedures. A county-level consolidated welfare program might be a solution, although further study and discussion at the local level are necessary. A similar problem involving culture and recreation facilities and programs administered by independent agencies also exists and, again, a complete review will be necessary before recommendations can be made in this complex area.

Natural recreation resources are becoming increasingly inaccessible to local residents, and some pollution problems are arising. For example, access to lakes and rivers is being cut off by continuous strip development, and some waterways are not capable, from an environmental point of view, of handling more housing and cottage development. Critical areas must be carefully identified and controls implemented, both to protect the environment and to ensure local access.

Housing standards in the county are generally adequate, although there are shortages of rental accommodation in several municipalities. The major problem, however, is strip and scattered housing development outside municipal boundaries. While development controls would be desirable in many areas, the more fundamental problem is a lack of serviced land inside the urban municipalities to accommodate housing development.

VI. URBAN AND SPATIAL CONSIDERATIONS

The question of where development should be encouraged in Renfrew County is crucial to the strategy's over-all effectiveness. The development strategy itself both encourages and requires concentration of economic and social development in a few selected locations. Concentration will stimulate growth because the existence of several industries in one area tends to attract others, the activities of which complement each other. This concentration, in turn, creates jobs and causes the population to increase to a level high enough to make possible both the provision of higher-order services and the more effective delivery of social services. The availability of such services, in turn, attracts more growth. Greater concentration also allows for economies in infrastructure improvements, which are a major component in any development program.

Several options for locating development were considered, ranging from stimulating development in several urban areas to concentrating it exclusively in one. The City of Pembroke and the Towns of Renfrew and Arnprior were considered as potential focal points for development. Arnprior is already prospering under the influence of the dynamic development taking place in the Ottawa-Carleton area, only 30 miles away; however, since much of the income earned by Arnprior's residents and businesses is spent on goods and services in Ottawa, Arnprior's prosperity brings little benefit to the county as a whole. If a city more distant from Ottawa were encouraged to grow, a city too far from Ottawa for convenient shopping, income earned by the residents and businesses of that city would tend to be spent there; this spending would stimulate the economy of the whole county.

The conclusion reached after careful consideration is that Pembroke should become the county's major focal point for development. The Towns of Renfrew and Arnprior should also be provided with special development assistance but first priority should be given to Pembroke. However, the concentration on Pembroke and to a lesser degree on Arnprior and Renfrew does not rule out development in other centres in the county.

The choice of Pembroke as the major focal point involved a comparative analysis of the development potential of the three centres, and the likely spinoff effects on the county as a whole from development in each of them. Although Arnprior seems to have the best short-term growth potential as demonstrated by development in recent years, greater long-term benefits are likely to accrue to the county as a whole if development is encouraged to move farther up the Ottawa Valley to the Pembroke area.

Being farther from Ottawa, Pembroke will have a better chance of developing support industries, and money earned in Pembroke is more likely to be spent there than in Ottawa. In addition, the Pembroke area is where the county's major disparities and growth problems are located.

The result of choosing Pembroke as the major development focal point is expected to be slower short-term improvement in employment growth and income levels than if Arnprior were given major stimulation. In the longer term, however, the beneficial effects on the county as a whole are expected to be greater. There is, however, a definite element of risk in attempting to stimulate development in Pembroke. Therefore, although an initial high level of commitment should be given to Pembroke it should be recognized that the strategy may have to be altered as time goes on and the flexibility to make changes should be

an integral part of the strategy. Flexibility is important in any case; for example, there may be industries which, for some reason, cannot operate effectively in Pembroke, but could in Arnprior or Renfrew or in another centre altogether. Exclusive concentration on Pembroke, in such an instance, would be unrealistic and would actually hamper the development of the county as a whole.

While long-range growth projections are at best tentative, Table 2 gives an indication of the order of magnitude of population growth that may be expected within the county, taking into account the effects of the development strategy. The figures should not be interpreted as population targets.

TABLE 2

EXISTING AND PROPOSED POPULATION DISTRIBUTION
FOR URBAN AREAS (INCLUDING URBANIZED FRINGES),
VILLAGES, AND RURAL AREAS

	<u>1971</u>	<u>2001</u>
Pembroke	18,200	26,000
Renfrew	9,200	11,000
Arnprior	7,700	12,000
Petawawa	6,200	8,000
Deep/Chalk River	6,700	8,000
Other Villages	11,400	16,000
Rural	31,600*	35,000
	<u>91,000</u>	<u>116,000</u>

* Includes Camp Petawawa (1971 population 7,200).

While the growth projection at the county level indicates a substantial improvement over performance in the last decade--as stated earlier, between 1961 and 1971 the county's population rose by only 1,400 people, from 89,500 in 1961 to 90,900 in 1971--the over all growth rate is not particularly high. It is less than 1% per annum over 30 years. This low rate reflects the somewhat limited growth potential of the county's economy. Most of this growth is expected to occur in the major urban centres, reflecting both the effects of the development strategy and existing trends. It should be noted that growth in Arnprior is expected to be significant, even with a development focus on Pembroke. This reflects the current patterns of development spreading from the Ottawa area, which are expected to continue. Some growth is expected in villages and rural areas as a result of the spinoff effects of growth in the larger urban centres, but in relative terms, these areas are expected to decline.

VII. RECOMMENDATIONS

From the preceding discussion of the existing situation in Renfrew County the following recommendations are made.

A. Implementing the Strategy

The success of the strategy will depend heavily on the coordination of programs and on the cooperation of three levels of government, as well as on the support of the people of Renfrew County.

1. It is recommended that the full support and cooperation of relevant local, provincial, and federal agencies be sought to implement this strategy. This might best be achieved by the formation of a county-wide agency with an advisory role in coordinating the ongoing implementation and periodic evaluation of the development plan, as well as in refining the concept and program details. The experience of this group would enable it also to recommend changes in the strategy as need arises.

B. Economic Development

It is clear that the economic base of Renfrew County needs to be diversified if it is to grow and be self-sufficient over the long term.

2. It is recommended, therefore, that the economic base be diversified by placing greater reliance on interrelated manufacturing industries particularly metal fabricating and magnesium-based industries

and possibly tourism, and less reliance on traditional slow-growth, low-income economic activities. Care should be taken that the industries encouraged to locate in Renfrew County are those which will generate higher incomes for the County residents.

Attracting suitable industries will involve an active promotion program and the enthusiastic cooperation of local interests, as well as incentives programs.

3. It is recommended that an industrial promotion team be established in Renfrew County, perhaps under the mandate of the county-wide agency mentioned above.
4. It is recommended that existing industrial incentives programs be continued.

Better use can be made of the forestry industry, particularly in the long term when the reforestation tracts planted in the 1930's and 1940's mature. In the short term, however, forestry potential is somewhat limited.

5. It is recommended that an inventory be undertaken immediately to identify what kind of wood is available now, and how much, as a basis for reviewing and improving current forest management programs.
6. It is recommended that a study be undertaken to determine the feasibility of income improvements and productivity gains in the wood processing industry through the encouragement of larger-scale processing operations in a few locations. This study should examine sources of raw material, wood-handling methods, transportation, and other factors related to possible concentration of the industry, more complete utilization of raw materials, and the encouragement of further wood processing within Renfrew County (e.g. the manufacture of furniture and particle board).

7. It is recommended that use of *The Woodlands Improvement Act*, be expanded to encourage private woodlot owners to engage in systematic forest management programs.

Improvements in the short-term mineral production are also limited but there is long-term potential for industries based on mineral production. The full potential, however, is not known.

8. It is recommended that the mapping and exploration of mineral resources, which are already under way, be continued and expanded, particularly in areas of high mineral potential. Private exploration should also be encouraged through the province's Mineral Exploration Assistance Program.
9. It is recommended that work begin immediately on encouraging industries based on magnesium production and that the already emerging complex of such industries be reinforced by incentives and promotion.
10. It is recommended that interrelated non-resource-based industries be developed, particularly metal processing and fabricating industries.
11. It is recommended that local market industries be developed, particularly those whose customers are the public sector, (e.g. defence and nuclear installations). Other local market industries to consider are those manufacturing boats, prefabricated cottages, etc., for the tourist industry.

Agriculture, both full-time and part-time, will continue to be an important way of life in Renfrew County, particularly in the Ottawa Valley, although there is a trend toward larger agricultural units.

12. It is recommended that, by the time the ARDA program expires in 1977, a thorough evaluation of its success be undertaken and alternative programs be devised if needed to buy marginal farms from farmers wishing to leave agriculture. These farms can then be consolidated into larger units or returned to forest production as appropriate.
13. It is recommended that an investigation be undertaken into ways of improving agricultural income. This could begin immediately and be integrated with the evaluation of the ARDA program.

There is evidence that tourism is growing as more visitors come to Renfrew County and spend more money there. Tourism, however, does not necessarily provide high-income or seasonally stable employment.

14. It is recommended that the potential economic impact of an expanded tourism base be studied with special attention to its effect on incomes and seasonality. When the current studies on attractions and facilities are completed, their recommendations should be implemented as appropriate.
15. It is recommended that in the short term existing programs and promotion be used to generate investment in the tourism sector.

C. Social Development

Putting many social development programs into effect is largely a local responsibility; however, the provincial government can provide assistance in several ways.

16. It is recommended that education and manpower training programs be increasingly related to local needs and interests and particularly to the emerging job opportunities resulting from economic development. Existing programs, involving provincial and municipal educational institutions, Canada Manpower, and private industry should be encouraged to expand.
17. It is recommended that the possibility of establishing a District Health Council be investigated. Consolidation of welfare services and recreational and cultural facilities should also be examined.
18. It is recommended that the provincial government consider assistance in the provision of more serviced land inside urban municipalities for housing development and encourage stricter controls on strip development.

D. Urban and Spatial Considerations

Development concentrated in a few places tends to bring more benefits in the way of economic growth and less expensive servicing than does development scattered throughout a region. However, it should be noted that, although three centres have been identified as growth centres, growth can and will continue to occur in other urban

places in the county.

19. It is recommended that the City of Pembroke be designated as the major growth point for development. Studies must be completed immediately to identify any environmental constraints and to determine the adequacy of the present municipal water and sewage systems. Assistance should be considered as found necessary. A regional industrial park should be established in Pembroke as soon as possible.
20. It is recommended that the Towns of Arnprior and Renfrew be designated as secondary focal points for development. Possible environmental constraints and servicing systems must be assessed immediately and assistance for improvements be provided if necessary. The need for serviced industrial land in these towns should also be monitored through the coordinating agency.
21. It is recommended that the proposed county-wide agency identify and monitor servicing requirements in centres other than the three focal points.

